

Report

**Strengthening Tanzania's Policy and
Institutional Environment to Facilitate
“Establishing Integrated Management of
Natural Resources” (SO2)**

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Report

Strengthening Tanzania's Policy and Institutional Environment to Facilitate “Establishing Integrated Management of Natural Resources” (SO2)

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Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ)

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Table of Contents

| | |
|---|-----------|
| INTRODUCTION..... | 1 |
| I. EPIQ STRATEGY | 2 |
| 1. Overview Of Policy Sector Affecting CBC In Tanzania | 2 |
| 1.2 Main Challenges Facing Epiq In Facilitating Tanzania’s CBC Policy Through An Institutional Strengthening Approach..... | 3 |
| 1.3 Opportunities For EPIQ To Facilitate Tanzania’s CBC Policy Through Participatory Policy & Institutional Strengthening..... | 4 |
| 2. How Civil Society Can Engage The CBC Policy Process | 4 |
| 3 EPIQ’s Policy And Institutional Support Role | 5 |
| 3.1 EPIQ’s Proposed Policy & Institutional Strengthening Services | 5 |
| 3.2 Draft Institutional Strengthening And Policy Strategic Plan For EPIQ . | 6 |
| 3.3 EPIQ Institutional Strengthening/Policy Activities..... | 7 |
| II. POWERPOINT SLIDE PRESENTATION OF EPIQ STRATEGY | |
| III. INSTITUTIONAL & PROGRAM STRENGTHENING PLAN FOR LAWYERS ENVIRONMENTAL ACTION TEAM (LEAT)..... | 10 |
| 1. Assistance Required By LEAT | 10 |
| 1.1 Internal Analysis | 10 |
| 1.2 External Analysis..... | 11 |
| 2. LEAT’s Competitive Position..... | 13 |
| 3. Rationale For LEAT Focus On Usaid SO2 Objective | 14 |
| 4. Strategy - Linking Tanzanian NGOs To SO2 | 15 |
| 5. Objectives..... | 16 |
| 6. Activities | 16 |
| 7. Schedule Of Assistance For LEAT | 17 |
| 8. EPIQ Inputs Into Proposed Activities | 19 |
| 8.1 Capacity Building Budget For LEAT (2 Year Budget)..... | 19 |
| IV. INSTITUTIONAL STRENGTHENING OF THE MAASAI ADVANCEMENT ASSOCIATION (MAA) TO ACHIEVE PROGRAM IMPACT | 20 |
| 1. Understanding The Nature Of MAA..... | 20 |
| 1.1 Internal Analysis: The Strengths & Weaknesses..... | 20 |
| 1.2 External Analysis: Opportunities & Constraints | 21 |
| 2. MAA’s Competitive Position..... | 23 |
| 3. Strategic Plan Preparation For MAA | 24 |
| 3.1 Philosophies & Values of MAA | 25 |
| 4. Strategies (Two Year Horizon) | 26 |
| 5. Results | 26 |
| 6. Indicative Two-Year Budget For The NGO “MAA” | 29 |
| APPENDIX 1 | 1 |
| APPENDIX 2 | 1 |

Introduction

The consultant (Simon Metcalfe) was hired to assist EPIQ with the following:

- Provision of an overview of the policy sector affecting CBC in Tanzania.
- Analysis & recommendations on ways that civil society can take advantage of and influence these policies.
- Translate findings into policy & institutional strengthening activities that EPIQ can pursue & results that can be expected.

In the process the consultant also produced two reports on NGO and CBO institutional strengthening relating to how they could become more effective in the community based conservation policy arena. These reports are based on consultation with and at the request of the agencies themselves.

Thanks go to Mark Renzi and Eva Kiwango of EPIQ; Rugemeleza Nshala of LEAT; Peter Toima of MAA; Ronald 'Cisco' Ruybal of USAID.

I. EPIQ Strategy

1. Overview Of Policy Sector Affecting CBC In Tanzania

The CBC Regime Working Group met October 1-2 1998 at EPIQ. In regard to developing a strategy for establishing CBC management regimes the group developed a high level result:

- **Increased sustainable benefits from natural resources to targeted areas.**

The Focus of the strategy was:

- **To strengthen the efforts of communities to manage wildlife & other natural resources.**

The target communities were identified:

- **Those adjacent to (or in wildlife corridors related to) Tarangire NP, Lake Manyara NP or Ugalla GR.**

The CBC Working Group outlined seven result statements that embody critical outcomes. The sequential order presented by CBC WG has been adapted.

- 1. Increased effectiveness of organizations that support resource users.**
This is a condition precedent. Agencies involved need focus, capacity & collaboration. In particular Tanzanian agencies need institutional strengthening, especially MAA & other CBOs, which represent & serve target communities.
- 2. Authority to manage wildlife & forests vested at the community level.**
It is essential to engage the devolution process early as without a clear timetable & framework (guidelines/principles) for establishing WMAs there is little incentive for local communities to manage wildlife.
- 3. Increased community awareness of NR values, opportunities & constraints.**
Given assurance on devolution communities motivated to learn rather than have to be educated, while promise of benefits vague.
- 4. NRM strategies & plans developed by communities/districts.**
Given a foundation of rights combined with awareness communities in more realistic position to jointly appreciate the potential costs & benefits & make appropriate plans.

5. Improved technical & enterprise management skills of community residents.

Need for skill development identified through participatory strategies & plans.

6. Strengthened NR use regulatory capability by communities.

Communities cannot regulate what they do not own. Once ownership clear then they can establish two main forms of rules & sanctions:

- Positive local incentives based on mutually agreed codes of behavior & social compliance. Most individuals comply to identify with community-based norms.
- Negative sanctions based on monitoring & enforcement (coercion) has high costs for both community and the G.O.T (Estimated at US\$ 200 per square km. where elephant populations concerned).

7. Increased adoption of sustainable NRM & enterprise practices.

Sustainability can only be addressed through CBC when communities address following aspects of conservation-based community development:

- Conservation of biodiversity.
- Sustainable use of biological resources
- Equitable distribution of management & conservation costs & benefits within & between generations.¹

1.2 Main Challenges Facing EPIQ In Facilitating Tanzania's CBC Policy Through An Institutional Strengthening Approach

Progress in the policy arena related to CBC has been slow because, among other things:

- a) Relevant governmental agencies may not be 100% committed:
- Relevant governmental agencies are naturally cautious & like to retain control;
 - Government has dominated civil society & private sector for decades;
 - All USAID funded activities with the Wildlife Division are currently on hold;
 - TANAPA & WD may be uncooperative because they might resent fact that USAID funds allocated through US organizations; and
 - Other government agencies relevant to the success of CBC are not involved in the SO2 partnership.

¹ It is not possible for communities to assure sustainability if they do not have control over the biodiversity & biological resources in question.

- b) Tanzanian NGOs/CBOs are weak and are only subsidiary partners to US NGOs rather than key agencies in SO2.
- c) Lack of reciprocal collaboration among Tanzanian NGOs/CBOs and US agencies.
- d) Lack of organized forums where Civil Society (NGOs & CBOs) agencies can engage with private sector, governmental agencies and US PVOs & donors.
- e) Lack of shared vision among parties.

1.3 Opportunities For EPIQ To Facilitate Tanzania's CBC Policy Through Participatory Policy & Institutional Strengthening

- a) Institutional strengthening for Tanzanian NGOs, CBOs & governmental agencies.
- b) Participatory planning skills for CBOs /NGOs to work more effectively with private sector and government.
- c) Neutral secretariat to service network for civil society agencies, government & US PVOs.
- d) Grant management to Tanzanian NGOs & CBOs.

2. How Civil Society Can Engage The CBC Policy Process

- **Tanzanian NGOs & CBOs engage wildlife authorities on issues of devolution**
 - Develop joint strategy through which CBOs (e.g. MAA) with Tz. NGO support/engage devolution process toward WMAs.
 - EPIQ supports Tanzanian agencies to utilize support provided by USAID to ensure necessary capacity building.
- **Tanzanian NGOs & CBOs engage private sector on marketing CBC resources**
 - Facilitate NGO/CBO network to link private sector agencies, associations, and NGOs to develop collaborative strategies.
 - NGO/CBO network engages safari hunting agencies, associations
- **Private sector should engage government to invest adequately in tourism sector**

3 EPIQ's Policy And Institutional Support Role

The capacity EPIQ developed to help initiate the SO2 strategy can now be focused on ensuring civil society stakeholders, governmental agencies and US PVO partners actively engage in order to establish integrated management of natural resources (the SO2 objective). EPIQ's internal strengths are:

- Policy analysis
- Service orientation
- Office, financial & project management
- Participatory planning & facilitation
- Secretariat services to groups, networks, & joint initiatives.
- Financial management for NGOs (to USAID expectations)
- Short term technical assistance (STTA);
- Flexible, rapid & strategic inputs (including grant management)

3.1 EPIQ's Proposed Policy & Institutional Strengthening Services

- a) Facilitate coordination of partnerships in policy arena, especially CBO interests.
- a) Foster community participation through institutional strengthening of NGOs & CBOs.
- b) Support integration of government & community efforts in implementation of CBC.
- c) Analyze and raise awareness of Tanzania's legal and policy issues for CBC and CBT (tourism).
- d) Provide flexible & timely policy, planning & institutional strengthening support on an opportunistic basis as determined by strategic need.
- e) Assist SO2 program implementation.

3.2 Draft Institutional Strengthening and Policy Strategic Plan For EPIQ

Strategic Integration Of Selected Civil Society Parties Into Policy Formation & Implementation

| Selected GOT/ SO2 Partnerships Supported | Selected Local Institutional Capacity Improved | Policy & Institutional Analysis & Awareness | Participatory Stakeholder Policy FORA Facilitated |
|--|--|--|--|
| <p>FOCAL AREAS <u>Assist</u> government institutions to rationalize the institutional & legal framework</p> <p>Activities:</p> <ul style="list-style-type: none"> • Assistance to the VPO study on institutional & legal framework for environment • Strategic planning to NEMC • Performance based budgeting workshop for MNR&T <p><u>Assist</u> Government to operationalize policy issues such as CBC, CBT & WMAs</p> <p>Activities:</p> <ul style="list-style-type: none"> • WMA legislation drafting • WPT translation | <p>FOCAL AREAS <u>Strengthen</u> Partner NGO/CBOs (LEAT, MAA, JET) and encourage linkages among Tanzanian organizations</p> <p>Activities:</p> <ul style="list-style-type: none"> • TA in: <ul style="list-style-type: none"> ➢ Strategic planning and preparation of project work-plans ➢ Financial / office management ➢ Governance/oversight ➢ Project implementation ➢ Managing collaborative partnerships ➢ Developing an institutional strategy for Ugalla Ecosystem • Institutional Assessments of: <ul style="list-style-type: none"> ➢ LEAT ➢ MAA ➢ JET ➢ Mazingira Bora Karatu • Training Workshops <ul style="list-style-type: none"> ➢ Financial Management ➢ Gender Issues ➢ Fund raising • Fostering Linkages: Among organizations such as LEAT, JET, MAA, TGNP and Tujenge Pamoja to work together. | <p>FOCAL AREAS Support policy & institutional analysis for Parks/Reserves, CBC and SO2 cross-cutting issues such as devolution. Especially WMAs.</p> <p>Activities: <u>Policy Analysis</u></p> <ul style="list-style-type: none"> • Environmental economics workshop (TOT) • Environmental economics workshop for policy-makers • By-laws study • Monduli district study • Economic valuation of alternative land uses • CBC opportunity study • Community-based tourism assessment • Ranches study <p><u>Policy Roundtables</u></p> <ul style="list-style-type: none"> • Policy round tables • National Parks Ordinance workshop • WPT legislation workshop <p><u>Policy Awareness</u></p> <ul style="list-style-type: none"> • Policy study tour of Southern Africa • Newsletter/ web page • Work with JET | <p>FOCAL AREAS <u>Support & facilitate</u> CBOs/NGOs networks/ joint strategies and business agencies to engage policy, planning & implementation with GoT & US PVO agencies. Focus efforts in SO2 program areas.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Special events to facilitate participatory actions of the different stakeholders <ul style="list-style-type: none"> ➢ NGO/CBO forum on legal and institutional opportunities and constraints in CBC ➢ WD Stakeholders workshop • Secretariat services to SO2 related networks: <ul style="list-style-type: none"> ➢ SO2 Strategic Objective Team ➢ SO2 partnership ➢ CBC network ➢ Wildlife donors group ➢ TANAPA/neighbors forum ➢ Ugalla/Neighbors forum ➢ CBC and Game Reserve Management Regime Working Groups |

3.3 EPIQ Institutional Strengthening/Policy Activities

| 1998 | | 1999 | | | | | | | | |
|---|--|--|---|--|---|--|---|---|--------------|---|
| NOV | DEC | JAN | FEB | MAR | APR | MAY | JUNE | JULY | AUG | SEP |
| 1. MNRT performance based budgeting W/shop * 2. Legal assistance VPO * 3. Env. Economics TOT* 4. SO2 retreat 5. Wildlife donors mtg.* | 1. Financial training (Ellwood) 2. strategic planning phase 1 (Furst) 3. Monduli district study* (Makaramba/Kilahama) 4. EPIQ ¼ report and annual work plan, SO2 ¼ report, SO2 newsletter, SOT report | 1. Plan for SA Policy tour * 2. Wildlife donors mtg. * 3. VPO (Baldwin) * 4. MBK (Meshack) 6. By-laws study 7. Contract JET for CBC publicity* 8. Policy round table CBC | 1. EPIQ stock taking (Lance Jepson) 2. IS TA (Metcalf) 3. CBO study (Metcalf) 4. Assessment of JET (Metcalf) 4. SOT meeting | 1. CBO/NGO forum 2. Africare IS study 3. NEMC Strategic planning phase II (Furst) 4. Env. Economics w/s (Southgate) | 1. Policy Study tour to SA 2. Wildlife donors mtg.* 3. Fundraising training.* | 1. SO2 retreat 2. SOT mtg. 3. Gender training. (Drew Lent) | 1. IS TA (Metcalf) 2. NEMC Strategic Planning needs workshop* 3. TANAPA neighbors forum 4. CBT policy assessment 5. Round table P.A.s | 1. Wildlife donor mtg.* 2. Economic Evaluation of alternative land use (IRA- Jambiya) 3. ¼ report SO2 ¼ report EPIQ, newsletter | 1. SOT mtg.* | 1. IS TA (Metcalf) 2. NEMC work plan assistance (Furst)* |

Not yet allocated: TANAPA national parks legislation; WPT Translation; WD wildlife legislation w/shop; WD stakeholder w/shop; WD legislation drafting; CBC network; Ugalla forum.

*** = Light effort needed.**

IS - Institutional Strengthening

TOT - Training of Trainers

MBK - Mazingira Bora Karatu

SA - South Africa

CBT – Community Based Tourism

SOT- Strategic Objective Team

¼ - Quarterly

VPO – Vice President Office

Mtg. – Meeting

PA.s – Protected Areas

CBC – Community Based Conservation

IRA – Institute of Resource Assessment

II. PowerPoint Slide Presentation of EPIQ Strategy

III. Institutional & Program Strengthening Plan For Lawyers Environmental Action Team (LEAT)

1. Assistance Required By LEAT

1.1 Internal Analysis

1.1.1 LEAT's Strengths

- LEAT is first public interest environmental law organization in the country & is registered as an NGO.
 - LEAT is only civil society agency with an explicit interest in environmental law
- The government of Tanzania finds LEAT as useful local resource agency:
 - LEAT is only NGO working on the new NGO legislation
 - LEAT is working with government on the new Forest & Beekeeping legislation
 - LEAT is working on drafting new tobacco legislation
 - LEAT is working with NEMC on its newsletter
 - LEAT is only NGO on the NEMC/DOE study
 - LEAT worked with NEMC on a study of natural resource by-laws for Singinda Region
- LEAT has worked with UNEP on
 - Institutionalization of the EIA process in Tanzania, and
 - Developing industrial and products standards in the country.
- LEAT has a partnership understanding with the World Resources Institute (WRI)
- LEAT has an understanding with the Environmental Law Institute, an NGO in Washington DC which manages a network of public interest lawyers
 - LEAT is working with the ELI to develop an environmental training service for Tanzanian judges
- LEAT is a member of the Environmental Law Alliance Worldwide (E-LAW) an international network that draws together public interest lawyers in the environmental sector.
 - LEAT is hosting the E-LAW network meeting in Tanzania in 2000 and could feature field studies of CBC situation.

- LEAT is developing a relationship with the Center for International law (CIEL) particularly in relation to carrying out research on watercourses.
- LEAT collaborates with the Journalists Environmental Association of Tanzania (JET) in disseminating the laws on natural resource management and environmental protection
 - LEAT & JET collaborated in resisting the proposed prawn farming project on environmental and equity grounds.
- LEAT is supported by Ford Foundation to establish an environmental law database and translate it into Swahili.
- LEAT has a core membership of young, educated and motivated lawyers, some of whom have been trained in environmental law, which is not taught in Tanzania

1.1.2 LEAT's Weaknesses

- LEAT lacks a Board of Governor's necessary to provide adequate oversight, vision, accountability and support.
- LEAT's Executive Committee is made up of members and is active but not suitable for oversight.
- LEAT does not have a fundraising strategy.
- LEAT lacks plans and planning capacity e.g. strategic plan, program, projects, USAID related SO2 plan and work plans.
- LEAT does not have an adequate reporting structure.
- There is no effective monitoring.
- The financial management systems & skills are inadequate.
- Computer skills are lacking.
- Office management & administration systems & skills lacking
- Training needs have not been assessed.
- Gender is not acknowledged in any strategy.
- There is no public relations or promotional strategy
- Networks are not driven by LEAT
- LEAT is dependent on donor funded projects
- LEAT has no financial solvency

1.2 External Analysis

1.2.1 Opportunities

- Environmental Analysis

- LEAT is well placed to work with Tanzanian government, NGOs, CBOs & private sector associations concerned with the environment sector.
 - LEAT is well placed to work with regional & international agencies & networks.
 - There is demand for the services, which LEAT could potentially offer.
 - There is potential for various parties to commission & pay for LEAT's services.
 - LEAT can help communities, most of whom lack understanding of how to engage the legal & policy process.
- **Sector Analysis**
 - LEAT is uniquely placed to represent public interest in relation to state & private sector interests
 - If LEAT were strengthened it would be more able to engage, on more equal terms, state, private and foreign NGO sectors, more organized & powerful than it.
 - Harnessed to community interests LEAT could be part of a powerful civil society environmental movement.
 - Many potential allies exist if LEAT promotes appropriate ethos, image & service.
- **Market Analysis**
 - LEAT can target the following market niches:
 - Policy & legal analysis² (center of insight/excellence)
 - Policy & legal resource center (information base)
 - Consultancy (input to design)
 - Project management (collaborative support)
 - Public interest (environment & socio-political) & litigation
 - Advocacy (engaging policy process)
- **Key Stakeholders/ Partners**
 - LEAT can collaborate/contest with following stakeholders (singly & collectively)
 - Government (central government sectors & local government)
 - Communities & resource user groups
 - Tanzanian & international NGOs & CBOs
 - Donors & International NGOs

² LEAT, funded by WRI through USAID SO2 is producing following analyses:
 (1) Freedom of Association (2) Land Rights (3) Buffer Zone Management (4) Freedom of Information (5) NGO Policy (6) Wildlife Policy Review (7) Landmark Judgements in Environmental Issues (8) Community Contracts with private sector (9) Trophy Hunting Analysis (10) Community & Wildlife Conflicts.
 The technical assistance & review process is not adequate to guarantee maximum value & effect.

1.2.2 Constraints

- LEAT lacks essential management capacity to implement marketable strategy:
 - Governance; Planning (strategy, program; projects); Funding; (financial systems); Management (office & human); Training; External Relations.
- Program effectiveness depends on fast-track input into LEAT's management capacity.
- LEAT in “hand-to-mouth” situation because funding too project related.
- Strategy & projects are not focused sufficiently to ensure that they are efficient/effective & replicable/expandable.
- LEAT caught in a “catch 22” because cannot be supported (capacity too low) & cannot get capacity (strategy is not focused).

2. LEAT's Competitive Position

Critical Success Factors are:

- LEAT needs to establish functional project cycle management system e.g.:
 - A strategic plan
 - A program plan including a suite of project areas
 - A plan that directly addresses USAID SO2
 - An annual work plan
 - An adaptive management approach:
 - Plan; implement; monitor; report; evaluate; re-plan.
- LEAT needs to establish acceptable & useful governance structure to:
 - Approve agency policy;
 - Approve strategy & projects;
 - Account for funds;
 - Provide oversight, accountability, advice, and support.
- LEAT needs programmatic focus to:
 - Establish utility & worth;
 - To promote its image of efficiency & effectiveness.
- LEAT needs an effective public relations strategy to win respect & confidence of:
 - Board;
 - Potential members;
 - State agencies;
 - Communities;
 - International legal partners;
 - Tanzanian NGOs & CBOs
 - Communities

- Media.
- LEAT needs a human resource development strategy to ensure & enhance present competencies.
- LEAT requires infrastructure investment & training to ensure optimal (efficient, effective, sustainable) institutional strengthening.

3. Rationale For LEAT Focus On Usaid SO2 Objective

The rationale for USAID supporting the strengthening of LEAT's organizational and operational capacity is in order to recruit its efforts to serve the needs of USAID/ Tanzania's Strategic Objective in environment and natural resources.

- The SO2 is "*integrated management of natural resources established*"
- LEAT can serve the SO2 by directly focusing its efforts on the following Intermediate Result
(IR2.3) "*Increased sustainable benefits from natural resources to targeted communities*"

LEAT would target its efforts on serving the following specific components of IR2.3:

- A. **Authority to manage wildlife & other natural resources vested in the communities. (IR 2.3.2.1)**
 - Communities supported to actively engage the process whereby authority over WMAs is devolved through CBOs like MAA.
- B. **Strengthened NR use regulatory capability by communities. (IR 2.3.2)**
 - Confirm present rights of communities to manage resources e.g.
 - Land right to agree ventures with tourist companies.
 - Rights to establish own camps.
 - Confirm whether WMAs actually only relevant to capture of hunting revenue i.e. land right more relevant for leases; wildlife rights for concessions.
 - Advise, guide and assist communities to establish internal regulatory structures based on positive & negative incentives & sanctions within framework of local WMA constitutions & by-laws.
 - Operational means by which communities can permit or prohibit activities through
 - Advise potential WMA communities on collaborative (conservancy type) arrangements between WMAs

C. Increased adoption of sustainable NRM technologies & practices (IR 2.3.1)

- Establishing WMAs as legal economic agencies (firms, cooperatives etc.).
 - WMAs as operational enterprises – legal & institutional implications.
 - WMAs & joint venture agreements, leases, rentals – contracts etc.
 - How to establish an acceptable route by which WMAs should be approached by the private sector to avoid corruption & poor agreements.
- Establishing transparent & accountable systems for negotiating, capture & management of revenue.

4. Strategy - Linking Tanzanian NGOs To SO2

The report of the CBC regime workshop for the development of a strategic framework (Oct 2 1998) stated that “*underlying & supporting all of the efforts in this strategy is the improved effectiveness of organizations that support resource users in the communities*”. LEAT should not work in isolation but focus its work on *community NRM regimes functioning in target areas* (IR 2.3) in the LMT/ Ugalla pilot areas.

US agencies been granted main control of USAID resources in the program to ensure they are used effectively to develop local Tanzanian counterpart capacity. However, Tanzanian agencies left rather dependent on vertical co-partner relationships, but without a horizontal linkages with the other TZ agencies. It is noted that participation of TZ NGOs at project meetings (e.g. SO2, CBC, PM in October) was non-existent. By the time the project ends it seems reasonable to expect that the capability of local agencies (state, community, private) should have been significantly improved, if the SO2 is to be evaluated as having been sustainably achieved.

A project to support LEAT should be based on the value they would add to achieving IR2.3. Therefore LEAT is supported because:

- LEAT is instrumental to CBOs securing the devolution of wildlife use rights and using them to best advantage e.g. efficient, equitable, sustainable.
 - To directly assist communities, through their CBOs, to actively engage the process whereby they can responsibly achieve authorized WMA status.
 - To enable CBOs to negotiate the rights and responsibilities they need to secure the incentives necessary for them to take conservation of wildlife seriously as a sustainable land use.

LEAT's contribution to facilitating an enabling policy & legal environment for CBC should be focused directly on supporting community needs. Thus LEAT would effectively serve Community-based Organizations (CBO) e.g. MAA.

- MAA have indicated that they would be interested in negotiating a service to be provided from LEAT but would like to have control over establishing the Scope of Work they want from LEAT.
 - By extension, the funded services of other Tanzanian NGOs (e.g. JET) could also be harnessed to the process of:
 - Securing the devolution (authorization) to achieve legal WMA status as efficiently & effectively as possible.
 - Engaging with private sector parties (e.g. FCF, Dorobo) and develop joint strategy to engage TANAPA and WD.
 - Fostering a consortium / network of Tanzanian stakeholders.
 - Tanzanian civil society agencies actively engaging USAID agencies funded under SO2.

These actions would be primarily motivated by the desire of local agencies to confront their own issues and calculate how best they can benefit from the SO2 support system.

5. Objectives

The objectives of USAID supporting LEAT are to serve the SO2 e.g.

- **Integrated management of natural resources established**
 - ***community NRM regimes functioning in target areas (IR2.3)***
 - (Indicator) Increased sustainable benefits from natural resources to targeted communities
 - **Underlying & supporting all of the efforts in this strategy is the improved effectiveness of organizations that support resource users in the communities**

And the sub IRs:

- Authority to manage wildlife & other natural resources vested in the communities.
- Strengthened NR use regulatory capability by communities
- Increased adoption of sustainable NRM technologies & practices.

6. Activities

- Institutional strengthening of LEAT
 - Capacity building plan for LEAT

- Strategic plan for LEAT; Project plan for LEAT; SO2 related project related plan for LEAT; Project cycle management process reinforced

7. Schedule Of Assistance For LEAT

EPIQ has helped LEAT to develop an institutional framework that highlights institutional resources and criteria for their development e.g. start up; development; expansion/ consolidation; sustainability. This can be referenced in the indicative framework below.

Building LEAT's capacity to serve SO2

| RESULT 1 | RESULT 2 | RESULT 3 | RESULT 4 | RESULT 5 |
|--|---|---|--|---|
| Oversight/ vision of LEAT established | Management Resources Established | Human Resources Developed | Financial Resources Secured | External resources nurtured |
| 1.1 Role of Board clarified & new board identified. | 2.1 Participatory management established (director & executive committee) | 3.1 Core skills identified & training need identified | 4.1 Financial mgmt. Systems instituted & established | 5.1 Public relations strategy implemented |
| 1.3 Relationship with executive clarified & activated | 2.2 Mgmt. & computer systems set up | 3.2 In-service training in planning, administration, accounts | 4.2 Fundraising strategy developed & activated | 5.2 Government relations improved |
| 1.4 Strategy & program confirmed | 2.4 Adaptive planning systems working | 3.3 Medium term staff development plan | | 5.3 NGO/CBO networking strategy developed |
| 1.5 Project support to SO2 strategy defined & integrated into LEAT program | 2.5 Annual work plans, budget & reporting & M&E systems applied | 3.4 Gender acknowledged | | |
| | 2.6 Selective participation of Board operating | | | |

LEAT's Programmatic Strategy:

The purpose of supporting LEAT's overall capacity is twofold:

1. To support LEAT overall as a potentially important civil society actor in the field of environmental and natural resource management.
2. To support LEAT specifically to support the USAID SO2 by:
 - Addressing the policy & legal environment related specifically to CBC.
 - Providing support as requested to CBOs such as MAA to enable them to effectively engage the devolution process related to land and wildlife rights.

- Provide support through CBOs to communities to help them address legal aspects related to common property resource management e.g.:
 - Articles of association for communal property regimes;
 - Articles of understanding between resource users & owners;
 - Memorandums of understanding between CBOs & government & PVO parties.
 - Leases, concessions, joint venture agreements.
 - Not for profit trading identity for MAA (e.g. like OXFAM trading)

**LEAT SUPPORTS DEVOLUTION & EFFECTIVE USE OF
COMMUNITY LAND / WILDLIFE RIGHTS**

| RESULT 1 | RESULT 2 | RESULT 3 | RESULT 4 |
|--|--|--|--|
| Effective services to CBOs on devolution issues provided | Services to CBOs on legal/ institutional management aspects of NRM provided | Collaboration with civil society & international network parties effective | Statutory agencies in engaged in focused manner |
| 1.1 LEAT & MAA plan strategy to engage devolution process i.e. 1 week joint planning | 2.1 LEAT & CBOs plan schedule of inputs required from LEAT | 3.1 LEAT, CBOs, JET etc. meet jointly & plan collective strategy. | 4.1 LEAT continues to participate with government committees e.g. <ul style="list-style-type: none"> - NGO legislation - NEMC - Forest & Beekeeping - Wildlife |
| 1.2 LEAT develops workplan for its component of joint strategy | 2.2 LEAT develops workplan to meet client expectations | 3.2 LEAT participates actively in network to ensure coordinated approach | 4.2 Litigation considered in key cases where public interest vital e.g. <ul style="list-style-type: none"> - community land rights - community wildlife rights |
| 1.3 Negotiations opened between MAA, LEAT & relevant authorities i.e. guidelines, principles, timetable, analysis. | 1.3 LEAT addresses issues e.g. <ul style="list-style-type: none"> - WMA constitutions - WMA contractual arrangement with private sector - CBO MOUs with government & PVOs | 3.3 LEAT links local issues to its international network to secure support & advice on matters it needs help & guidance on. | 4.3 LEAT collaborates with JET to ensure targeted media coverage of public interest / environmental issues. |
| 1.4 Plans made for introducing the devolution process to potential WMA communities | 2.4 LEAT supports CBOs to implement plans in selected pilot areas | 3.4 Network collaborates on: <ul style="list-style-type: none"> - devolution - management - monitoring - engaging donors | |
| 1.5 LEAT helps MAA to prepare legal & institutional advisory for WMAs & private sector. | 2.5 LEAT monitors progress & adapts service inputs as necessary | | |

8. EPIQ Inputs Into Proposed Activities

8.1 Capacity Building Budget For LEAT³ (2 Year Budget)

| ITEM | QTY | COST | Year 1 | Year2 | TOTAL |
|---|---------|-----------------------|-------------------|-------------------|-------------------|
| HUMAN RESOURCES | | | | | |
| Staff: CEO, Attorneys x 2 Secretary Driver | 2 years | 4,000 per month | 48,000.00 | 48,000.00 | 96,000.00 |
| Training: Environmental law Proposal & paper writing NGO management Financial management Computer use | 2 years | | 10,000.00 | 10,000.00 | 20,000.00 |
| Technical Consultancy | 21 days | 400 per day | 8,400.00 | 8,400.00 | 16,800.00 |
| Sub-totals | | | 66,400.00 | 66,400.00 | 132,800.00 |
| INFRASTRUCTURE COSTS | | | | | |
| CAPITAL | | | | | |
| 4 WD | 1 | 36,000.00 | 36,000.00 | - | 36,000.00 |
| Computers (desktop) | 2 | 2,000.00 | 4,000.00 | - | 4,000.00 |
| Computers (laptop) | 2 | 3,000.00 | 6,000.00 | - | 6,000.00 |
| Printers | 2 | 1,500.00 | 3,000.00 | - | 3,000.00 |
| Photocopier | 1 | 2,000.00 | 2,000.00 | - | 2,000.00 |
| Air conditioner | 1 | 700.00 | 700.00 | - | 700.00 |
| Telephone system | 1 | 800.00 | 800.00 | - | 800.00 |
| Furniture (book shelves, desks, chairs etc) | 3,3,3 | 1,500.00 | 1,500.00 | - | 1,500.00 |
| Sub-totals | | | 54,000.00 | - | 54,000.00 |
| RECURRENT COSTS | | | | | |
| Vehicle running costs | 2 years | 1,000 a month | 12,000.00 | 12,000.00 | 24,000.00 |
| Telephone & e-mail | 2 years | 100 a months | 1,000.00 | 1,000.00 | 2,000.00 |
| Office rent | 2 years | 400 a month | 4,800.00 | 4,800.00 | 9,600.00 |
| Library fund | 2 years | | 5,000.00 | 5,000.00 | 10,000.00 |
| Insurance | 2 years | Car, office, accident | 2,500.00 | 2,500.00 | 5,000.00 |
| Office running costs (stationary, water, electricity) | 2 years | 400 a month | 4,800.00 | 4,800.00 | 9,600.00 |
| Sub-totals | | | 30,100.00 | 30,100.00 | 60,200.00 |
| TOTAL | | | 150,500.00 | 96,500.00 | 247,000.00 |
| CONTINGENCY @ 10% APPROX. | | | 15,500.00 | 9,500.00 | 25,000.00 |
| GRAND TOTAL | | | 166,000.00 | 106,000.00 | 272,000.00 |

NOTES

1. EPIQ management services not costed into this budget but essential to ensure rapid set up of LEAT.
2. Consultant input to provide (1) LEAT strategy & overall plan; (2) LEAT SO2 related strategy & plan; (3) LEAT workplan & report structure.
3. Capacity building assists LEAT overall as an agency & especially for them to serve SO2 in short/ medium/ long term.

³ Budget modified from one proposed by LEAT in document "Emergency institutional capacity strengthening proposal" July 1998. Prepared by R. Nshala (LEAT Executive Chairman)

IV. Institutional Strengthening Of The Maasai Advancement Association (MAA) To Achieve Program Impact

OUTLINE STRATEGY ⁴

MAA has recently undergone two important exercises that have helped to clarify MAA's strategy and program:

- A restructuring exercise⁵
- An institutional development profile⁶.

1. Understanding The Nature Of MAA

1.1 Internal Analysis: The Strengths & Weaknesses

- 1.1.1 Financial:** generally weak e.g. lack of procedures, systems, budgets. All funding has been project related. USAID has committed over 4 years.
- 1.1.2 Facilities:** have modest office, computer & printer, cell phone. MAA depends on unreliable public transport to reach widely scattered community. Can access transport on discretion of AWF when activity accepted as in-line with SO2.
- 1.1.3 Market/ Products & Services:** MAA has strong potential in regard to community participation. Has a substantial client group that it must provide with desired services & benefits. MAA cannot develop until it harnesses resources needed to deliver a program that satisfies membership.
- 1.1.4 Research & Development:** MAA lacks a database on its membership & the key aspects that challenge the its mission.
- 1.1.5 Employees:** Management draws on community leaders for advice and mobilization of community members. Only 3 staff exist who are expected to cover 4 large districts. Two of these staff have low qualifications & experience.
- 1.1.6 Management:** MAA registered as NGO & operates as CBO. In process of establishing highly participatory, transparent & accountable governance/ oversight structure e.g. General Assembly of members (oversees the Board);

⁴ Previously Inyuaat e Maa

⁵ Report of the restructuring of Inyuaat e Maa. July 1998. P. Toima; L. Edward. F. Njoroge

⁶ Institutional assessment of Inyuaat e Maa. June 1998. EPIQ Tanzania

Board of Directors (policy & management oversight);
Board of Trustees (assets & legal); Executive Director.

1.2 External Analysis: Opportunities & Constraints

1.2.1 Environmental analysis

- **Government/Political** – Perceived rather as “us” and “them” but there is the possibility for collaboration in specific areas that might provide foundation for positive state/civil society collaboration. CBO seeks devolution of rights to members while govt. wants reassurances on how rights will be used.
- **Economic:** Capture of wildlife benefits hindered by lack of devolution of wildlife/ land property rights. Potential of benefits very significant. Land security threatened by alienation from customary title.
- **Technology:** MAA at technological disadvantage to government, private sector & external NGOs e.g. lack communication on mission between membership & key players.
- **Social:** MAA well positioned to serve social needs of membership. Membership resident in strategically situated important wildlife habitat areas. MAA encompasses key institutional aspects related to membership, cultural & developmental component allowing it to instrumentally serve an authentic social movement.

1.2.2 Development & Conservation Sector – Competitive Forces

- **Constraints**
 - State agencies more organized & powerful
 - Private sector agencies more organized & powerful
 - External NGOs more organized & powerful
 - Communication with membership means high transaction costs
 - Potential for internal dissension contest & challenge.
- **Opportunities**
 - Powerful/effective social/civil movement if well organized.
 - Strong appeal of Maasai pastoralists to media & outside supporters
 - Members effectively control land use on the ground so other parties’ must acknowledge them.
 - Mainstream thinking supports their effective empowerment through devolved rights & raised capacities

- Many potential allies & supporters if MAA can prove effective
- Govt. & private sector need their participation

1.2.3 MAA's Position in the Market Place

- Potential for tourist development in area of MAA membership considerable
- Improved land & wildlife property rights could secure access to market & benefits
- Multispecies (wildlife & cattle) land use could be optimal (efficient, equitable & sustainable) land use option of communal pastoral lands for purpose of securing livelihoods through sustainable development.
- Without community-based land/wildlife rights land use confronted by prospect of fragmentation (privatization & cropping) & with increased livestock pressure, posing an unsustainable land use, with deteriorating livelihoods
- If rights secured then communities need to
 - develop resource management regimes that make efficient & effective decisions
 - ensure benefits are used in transparent, accountable & equitable manner.

1.2.4 Key Stakeholders

- **Government:** central government agencies (wildlife & tourist sector) & local government agencies hold most statutory authority but cannot control land use without cooperation of rural communities except through expensive & largely ineffective negative sanctions.
- **Private sector:** Driven to access marketable resources. Will negotiate with whoever controls access to desired resources. Confused because state controls formal access & communities control informal access. Once resources “owned” by communities, then private sector can work as agents & partners.
- **International NGOs:** Purpose to ensure appropriate frameworks & capacities exist for sustainable utilization of natural resources. Question remains whether they actually support protection or sustainable utilization or merely desire to establish themselves as indispensable to the process? Position in regard to communities and to MAA not clear.
- **Local NGOs:** Under capacitated & unclear if they will collaborate & network together for common ends?

- **Communities:** Defined in this case as potentially community-based, largely territorial proprietary regimes (communities with clear rights & responsibilities to land and natural resource thereon).
- **Resource user groups:** Groups within territorial land-based regimes who require secure access from proprietary regimes to secure livelihood opportunities, or alternatively threaten “open access” & “freerider” access?
- **Donors:** Crucial role because of ability to level playing field. Should facilitate multi-stakeholder collaboration but ultimately must ensure an enabling framework with incentives which drive local parties to work productively together.
- **Tourists:** Represent the market & consequently what they want can determine the land use value in relation to the tourist industry. Tourist industry is potentially substantial for Tanzania & especially area represented by MAA’s members.

1.2.5 Key Players from MAA perspective

- MAA need allies who support their mission & specific projects, rather than contest with them.
- MAA needs to collaborate with Tanzanian NGOs for jointly agreed goals (e.g. devolution, resource & benefit management). Potential local partners are LEAT, JET, FCF & MAA.
 - Can these weak local agencies (compared to state & international NGOs) collaborate with to ensure that communities are obtain rights & capacities to sustainably use their common resources with equitable cost/benefit sharing.
- Can USAID funded agencies provide timely & necessary support services to support MAA’s mission e.g. AWF, EPIQ, WRI

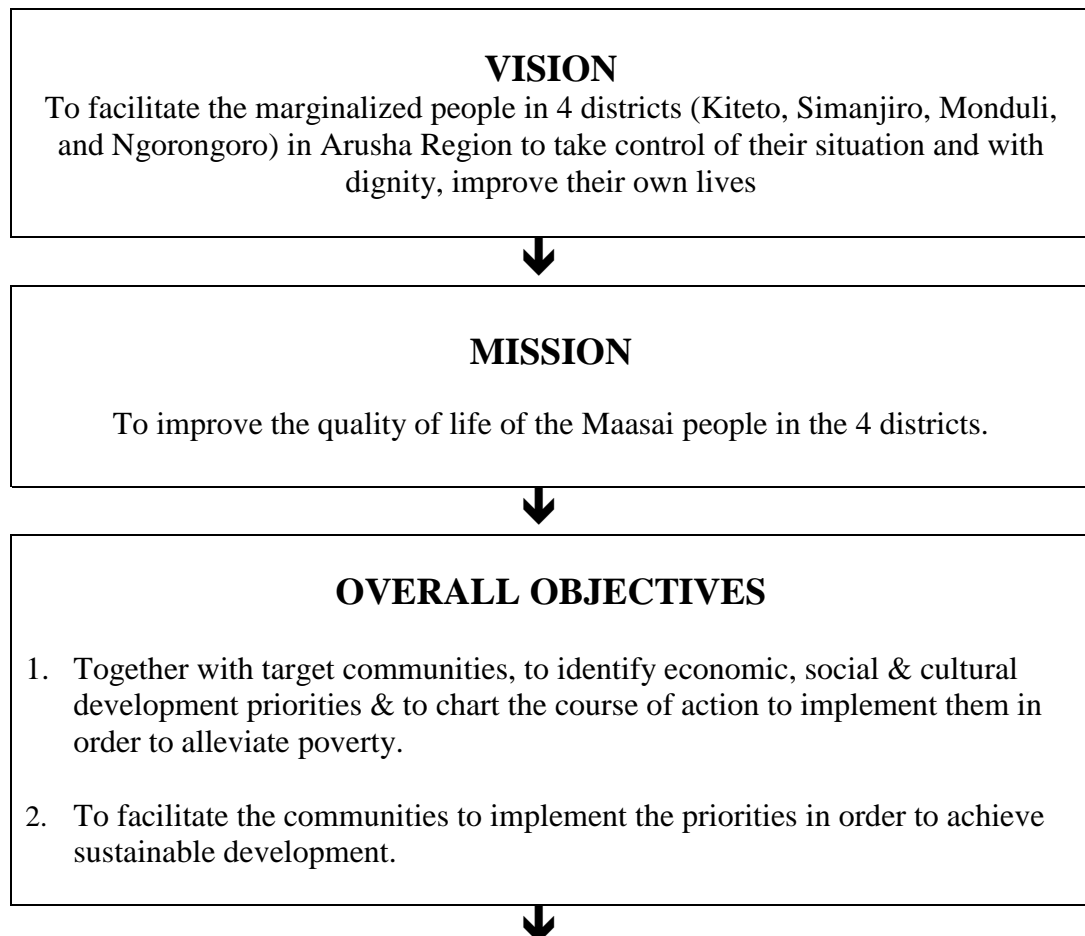
2. MAA’s Competitive Position

Critical success factors if MAA to achieve mission are:

- (a) MAA membership must be well informed of its strategy & program
- (b) MAA governance must provide transparency & accountability
- (c) Financial management must be improved & consolidated
- (d) Operational effectiveness must be strengthened
- (e) Facilities must be improved e.g. transport is essential
- (f) Membership, board & executive must work in unison to secure land & resource rights
- (g) Local NGOs input should be recruited & harnessed to MAA’s mission.

- (h) MAA should initiate community-based capacity-building for the joint management of common pool resources
- (i) State and private sector must be positively engaged in ongoing collaborative process
- (j) Local government must be engaged & harnessed to desired outcomes of communities.
- (k) Resources of international NGOs must be harnessed to support MAA & not use it as “doorkeeper” to communities
- (l) History & utility of culture & indigenous knowledge systems must be documented & communicated
- (m) Communities must engage the tourism world market in a positive & proactive way or risk being passengers in the process.
- (n) MAA must relate to general welfare & social security needs of communities even if land use objectives are central to providing answer.

3. Strategic Plan Preparation For MAA



SPECIFIC OBJECTIVES

- To** raise awareness in communities of the need for them to be proactive in securing land and natural resource rights necessary for their achieving sustainable livelihoods.
- To** raise awareness & capacity within communities to sustainably utilize the natural resource base they are endowed with.
- To** improve increased livelihood security through improved tourist enterprise development.
- To** facilitate, where possible, improved literacy, potable water supplies, health status & social security of the community members.
- To** foster a sense of pride & appreciation in the Maasai culture & the utility of its indigenous knowledge systems.

3.1 Philosophies & Values of MAA

MAA is a CBO whose aim is to improve the lives of the Maa-speaking pastoralists in 4 districts in the Arusha region of Tanzania. A recent restructuring exercise highlighted that it must “go back to its roots” by being community-based & community owned. This it will do by ensuring that:

- The community is involved in all major decisions.
- The community is represented at all major levels of the CBO – from village to board.
- That the bulk of funds are directed to the beneficiaries & community projects for which they were raised.
- There should be clear feedback to the communities, in all areas.
- To be effective MAA must achieve synergy between its general assembly, its board, trustees and executive.
- Communal rangelands⁷ are optimally utilized:
- Multispecies (livestock & wildlife) land use management approach (incorporating tourism)⁸
- Integration of Indigenous Knowledge Systems (knowledge within traditional authority structures), with Statutory Systems related to common property resource management institutions.

⁷ Concept of rangelands used rather than biodiversity because that is how resident communities perceive land use. An issue relates to whether wildlife (tourism) use complements or competes.

⁸ Tourism incorporates consumptive (hunting) & non-consumptive (photo, adventure, leisure, cultural, research) utilization which adds value to land use of communities.

4. Strategies (Two Year Horizon)

1. MAA secures **capacity building** inputs based on its strategic/ program plan & commitment to establishing popular participation of its membership & general governance/ oversight of executive. (First year with follow-up)
2. MAA mobilizes membership & strategic support of Tanzanian State, Civil & Private Sectors to **secure tenure** over land & natural resources for territorially based village communities. (First year with follow up)
3. Community-based resource **management** regimes initiated as an idea (first year) & in practice (second year).
4. Resource based **enterprises** initiated as a concept (first year) & in practice in selected & opportunistic areas (second year).
5. **Cultural** program identified, planned (first year) & initiated with full participation of membership (second year).
6. **Welfare** strategy defined (first year), linked to development strategy, and initiated (second year)

Critical Assumption

- MAA can mobilize membership (a critical mass of rural communities in 4 target districts) & structure them within a transparent & accountable system of governance.
 - MAA can secure the support of other civil society & private sector agencies in order to engage strategic state agencies.

The above strategies link directly to the proposed results below.

5. Results

| RESULT 1 | RESULT 2 | RESULT 3 | RESULT 4 | RESULT 5 | RESULT 6 |
|---|--|---------------------------------------|--|--------------------------------------|--------------------------------------|
| Capacity of MAA strengthened ⁹ | Formal land & wildlife rights devolved | Resource management regimes initiated | Resource based enterprises appraised & initiated | Cultural program defined & initiated | Welfare strategy defined & initiated |

⁹ EPIQ has already completed an institutional assessment with MAA.

| SHORT TERM ACTIONS (12 months) ¹⁰ | | | | | |
|---|--|---|--|---|--|
| Capacity | Devolution | Management | Enterprise | Culture | Welfare |
| 1.1 MAA contracts EPIQ to provide inputs | 2.1 MAA develops strategy | 3.1 MAA develops strategy | 4.1 MAA develops enterprise strategy | 5.1 MAA develops strategy to define its culture program | 6.1 MAA develops a welfare strategy connected to management/ enterprise strategy |
| 1.2 Oversight, governance issues addressed | 2.2 MAA engages NGO support | 3.2 MAA negotiates plan with membership & board | 4.2 MAA identifies prime enterprise zones | 5.2 MAA sources, obtains & catalogues general information on MAA culture | 6.2 MAA contacts NGOs interested in working with MAA in project area |
| 1.3 Management & human resources issues addressed | 2.3 MAA engages State agencies | 3.3 MAA negotiates support from AWF & TANAPA | 4.3 MAA engages interested private sector parties in discussions | 5.3 MAA identifies sources of IKS in project area | |
| 1.5 Financial resources addressed | 2.4 MAA implements cooperative & conflict strategy | 3.4 MAA selects & initiates plans in selected areas | 4.4 MAA engages professional advice to appraise options | 5.4 MAA identifies sources of music, dance & artifact production skills | |
| 1.5 Community resources addressed | 2.5 MAA binds into real devolution process | 3.5 Committees in selected areas chosen | 4.5 MAA engages advice to appraise ways to negotiate with private sector | 5.5 MAA identifies perspectives of traditional leadership (male & female) | |
| 1.6 External resources addressed | | 3.6 Plans for training committees in selected areas developed | 4.6 MAA sets out code of ethics for community & private sector relations | 5.6 MAA identifies perspectives of youth leadership (male & female) | |

¹⁰ The short, medium & long-term actions indicated here are done within the concept of project cycle management. Therefore, annual work plans, monitoring & review will analyze the focus of the actions & adapt them as necessary.

| MEDIUM TERM ACTIONS (12-24 months) | | | | | |
|--|---|--|---|--|---|
| Capacity | Devolution | Management | Enterprise | Culture | Welfare |
| 1.1 EPIQ continues institutional strengthening & in-service training | 2.1 MAA engages selected WMA target communities | 3.1 Training plans for initial WMA committees prepared | 4.1 MAA develops enterprise plans for key tourist sector products | 5.1 MAA discusses ways & means of storing IKS within zone offices | 5.1 MAA helps make critical linkages between community need & sources of help |
| 1.2 EPIQ supports project cycle management | 2.2 MAA links communities & wildlife authorities | 3.2 WMA committee training commenced | 4.2 MAA facilitates contact with private sector | 5.2 MAA helps zones plan cultural activities | 5.2 MAA helps coordinate govt., NGO & Private Sector inputs |
| 1.3 EPIQ helps MAA implement AWF & MAA MOU | 2.3 MAA facilitates process of devolution | 3.3 Participatory resource inventories initiated | 4.3 Facilitate engagement with private sector | 5.3 MAA facilitates linkage of aspects of culture to tourism | 5.3 MAA facilitates internal debate on local support systems |
| 1.4 EPIQ provides planning support to all MAA activities when needed | 2.4 MAA maintains dialogue on guidelines for WMAs | 3.4 Participatory land use plans initiated | 4.4 facilitate collaborative mgmt. Between community, state, private sector | 5.4 MAA facilitates training/ development of artists, dancers, musician's etc. | 5.4 MAA identifies linkage between traditional & modern welfare systems |

| LONG TERM ACTIONS (2-4 years) | | | | | |
|--|--|--|---|--|--|
| Capacity | Devolution | Management | Enterprise | Culture | Welfare |
| 1.1 Long term institutional strengthening plan implemented | 2.1 Devolution as a principle consolidated through negotiation & national & local levels | 3.1 Resource management centers in zones planned & implemented in selected areas | 4.1 Hunting concessions marketed directly by community management regimes | 5.1 Formal & informal ways of expressing & sharing cultural ideas explored | 6.1 External subsidies captured by local zone welfare societies |
| 1.2 Project cycle management systems supported | 2.4 Governance (local authority) & tenure (property rights) systems clarified | 3.2 Zone management structures further established | 4.2 Selected tourist ventures marketed | 5.2 Links between IKS & rangeland & mulispecies mgmt. explored | 6.2 Resource production through zone NRM regimes levied to agreed level of welfare |

| LONG TERM ACTIONS (2-4 years) | | | | | |
|---|--|---|--|---|---|
| Capacity | Devolution | Management | Enterprise | Culture | Welfare |
| 1.3 Critical short term technical advice provided | 2.3 Land, wildlife & natural resource access rights focused on households within nested tiers of territorial oversight | 3.3 Zone management skills training continued e.g. resource, institutional management issues addressed. | 4.3 tourist related employment & enterprise identified & pressed | 5.3 Links between culture & trade explored & initiated e.g. tourism & dance, style, craft, music, displays, events, museums & shows | 6.3 Public works projects offer employment to needy in project area |

6. Indicative Two-Year Budget For The NGO “MAA”¹¹

| ITEM | QTY | COST | Year 1 | Year 2 | TOTAL |
|--|------------|-------------|---------------|---------------|----------------|
| OVERSIGHT/ VISION | | | | | |
| 1. T.A. for constitution & Board formation | 2 | 3,000 | 3,000 | 3,000 | 6,000 |
| 2. 1 st and 2 nd Annual General Assembly/ Conference | 2 | 10,000 | 10,000 | 10,000 | 20,000 |
| 3. Board of Directors meetings | 6 | 600 | 1,800 | 1,800 | 3,600 |
| 4. Board of trustees meetings | 4 | 1,200 | 2,400 | 2,400 | 4,800 |
| Sub-Totals | | | 16,200 | 16,200 | 32,400 |
| HUMAN RESOURCES | | | | | |
| 5. Staff: Administrator, field program, coordinator, 6 zonal development leaders, executive director | | | 30,000 | 30,000 | 60,000 |
| 6. Training | 8 | 3,000 | 12,000 | 12,000 | 24,000 |
| 7. STTA (consultancy) | | 3,000 | 15,000 | 15,000 | 30,000 |
| Sub-total | | | 57,000 | 57,000 | 114,000 |
| INFRASTRUCTURE RESOURCES | | | | | |
| CAPITAL | | | | | |
| 8. 4WD vehicle | 2 | 36,000 | 36,000 | 36,000 | 72,000 |
| 9. Truck (3.5 Ton) | 1 | 80,000 | - | 80,000 | 80,000 |
| 10. Video equipment | 1 | 3,000 | 3,000 | - | 3,000 |
| 11. Generator | 1 | 500 | 500 | - | 500 |
| 12. Furniture | - | 5,000 | 5,000 | - | 5,000 |
| 13. Computer | 2 | 2,500 | 5,000 | - | 5,000 |

¹¹ The basis of this budget was agreed by MAA in HIVOS report on restructuring & the EPIQ facilitated institutional assessment and profile.

| ITEM | QTY | COST | Year 1 | Year 2 | TOTAL |
|--|-----|-------------|----------------|----------------|----------------|
| 14. Printer & fax | 2 | 1,000 & 300 | 1,300 | - | 1,300 |
| 15. Photocopier | 1 | 2,000 | 2,000 | - | 2,000 |
| Sub-totals | | | 52,800 | 116,000 | 168,800 |
| RECURRENT COST | | | | | |
| 16. Vehicle running costs | 12 | 1,000 month | 12,000 | 36,000 | 48,000 |
| 17. Rent | 12 | 500 month | 6,000 | 6,000 | 12,000 |
| 18. Post & telephone | 12 | 50 | 600 | 600 | 1,200 |
| 19. e-mail | 12 | 50 | 600 | 600 | 1,200 |
| 20. Supplies, stationary, administration | 12 | 200 month | 2,400 | 2,400 | 4,800 |
| 21. Travel & subsistence | 1 | 2,000 pa | 2,000 | 2,000 | 4,000 |
| 22. Library fund | 1 | | 2,000 | 2,000 | 4,000 |
| Sub-totals | | | 25,600 | 49,600 | 75,200 |
| TOTAL | | | 151,600 | 238,800 | 390,400 |
| CONTINGENCY @ 10% APPROX. | | | 15,400 | 23,200 | 38,600 |
| GRAND TOTAL | | | 167,000 | 262,000 | 429,000 |

NOTES

1. EPIQ management services not costed into budget but essential to ensure rapid set up of MAA.
2. Consultant input into MAA project strategy & planning cycle management.
3. Capacity building assists MAA overall & especially to serve SO2 in short, medium & long term.¹²

Appendix 1: EPIQ Institutional Strengthening SWOL Analysis

| | ANALYSIS | NEXT STEPS |
|--------------------------|--|---|
| STRENGTHS | <ul style="list-style-type: none"> • In-house Institutional Strengthening (IS) capacity • Ability to contract IS STTA • Several mandates to provide services exist • EPIQ in position to manage strategic grants • In-house infrastructure capacity • Orientated to program | <ul style="list-style-type: none"> ➤ EPIQ develops its institutional strengthening technical advice & support services ➤ EPIQ could institute a small grants program |
| WEAKNESSES | <ul style="list-style-type: none"> • Uncertainty because of mandate transition • Not also based in Arusha • TZ agencies need services more than US PVOs | <ul style="list-style-type: none"> ➤ Renegotiate mandate based on new role ➤ Create some capacity in Arusha |
| OPPORTUNITIES | <ul style="list-style-type: none"> • Demand / need of Tanzanian agencies high • Local IS needs are high • Potential to train Tanzanian NGO (TujenGE Pamoja) in IS to provide ongoing support to CBOs. • Need for CBO IS necessary to implement CBC | <ul style="list-style-type: none"> ➤ Utilize capacity to focus more on NGO/ CBO capacity & their engagement of policy process related to CBC and NRM |
| LIMITATIONS/ RISK | <ul style="list-style-type: none"> • Relations with WD cold at present • US PVOs may see EPIQ as competition • GOT not enthusiastic to collaborate with either US PVOs or Tanzanian NGOs and CBOs. • Communities “voiceless” / powerless in policy arena • GOT may feel threatened if EPIQ supports CBOs & NGOs • Tanzanian NGOs / CBOs weak | <ul style="list-style-type: none"> ➤ Enable communities to effectively participate in policy arena. ➤ Facilitate positive partnerships & relationships between civil society, and government, donors, PVOs, private sector etc. |

Appendix 2

Inventory of LEAT

Desks (4); 5 office chairs; 4 guest chairs; 2 computers; fax; photocopier; printer; 1 telephone line; 2 phones; 1 bookcase; punch; stapler; 2 notice boards; filing cabinet.

Financial management

Process as follows: bank account; 2 signatories; Executive produces purchase order; Treasurer maintains checkbook, approves & signs; receipt given to secretary; Treasurer collects; Receipts given to accountants occasionally; accountants audit.

Findings: No books managed in office; no monthly reconciliation; no analysis; no digital data capture. Only evidence of bank statements; receipts and annual audits. No possibility of assurance without audit as there was no ledger to check. Managed akin to a university society with checks & balances between office bearers of executive committee, especially Chairman, Treasurer, and Secretary.

Recommendations: Financial management systems provided in integrated package with general office management & project management training & infrastructure investment.

- Investment in LEAT's capacity must go hand-in-hand with investment in its program.
 - Active investment in program.
 - Active investment in management including following aspects:
 - Financial
 - Governance
 - Planning
 - Office systems
 - Human resource development
 - Information retrieval, management & dissemination.
 - Fund raising & managing donor funds & securing overheads.
 - Public awareness & relations
 - Networking.
 - Sustainable long-term strategy